

*Town of*



# AMHERST *Massachusetts*

Town Hall  
4 Boltwood Avenue  
Amherst, MA 01002

Office of the Town Manager  
Phone: (413) 259-3002  
Fax: (413)-259-2405  
Email: [townmanager@amherstma.gov](mailto:townmanager@amherstma.gov)

To: Stephanie O'Keeffe, Chair, Amherst Select Board  
Members of the Amherst Select Board

From: Laurence Shaffer, Town Manager

Re: Town Manager Evaluation - July 1, 2007- June 30, 2008

Date: January 7, 2009

I would like to thank the Select Board for its evaluation of my performance over the last fiscal year. I found the evaluation to be fair and clear. Allow me to summarize the results of the evaluation.

First, the evaluation was divided into nine categories. Those categories were as follows:

- Organization and Program Management
- Fiscal Management
- Physical Plant Management
- Relationships with the Board
- Long Range Planning
- Staff and Personnel Relationships
- Community Relationships
- Intergovernmental Relationships
- Personal Characteristics

The twenty four questions in the evaluation afforded the members of the Select Board 120 opportunities to respond to the quality of performance. Deducting the nine (9) times the Select Board selected "unable to judge", it reported in the following fashion:

• Outstanding -	32	29%
• Commendable -	27	24%
• Satisfactory -	22	20%
• Needs Improvement -	26	23%
• Unsatisfactory -	4	4%
Total	111	100%

One of the interesting results of the survey was to find that in ten (10) out of the twenty four areas of evaluation, the Select Board responses ranged from Outstanding to Needs Improvement. That lack of Select Board consensus as to performance diminishes the needed clarity relative to the establishment of expectations.

Personnel issues are an area where improvements need to be made. I need to develop practices that allow for all employees to feel valued and connected. With a change in leadership comes a change in both values and style. I believe that when employees understand that my values of hard work, honesty, creativity, willingness to act and the willingness to experiment are evaluated against the needs of our community, employees will agree that those values are exactly what the town needs. I need to clearly communicate those values to all employees. Consequently, forums for employees to express their concerns, either individually or as a group, need to be more fully and formally developed and implemented.

I wish to develop strong and productive relationships with our unions. I have been able to do so with three of the four unions under the town's umbrella. The town continues to negotiate with one union and I will work very hard to achieve an agreement that is fair to the union and makes sense for the town.